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منظمة
الغذية والزراعة
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PROGRAMME COMMITTEE

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Indicative rolling work plan of evaluations 2022–2025

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EXECUTIVE SUMMARY

- This document contains an indicative work plan proposed for 2022–2025, which updates the current work-plan for 2021–2023 (PC 129/4) reviewed by the Programme Committee in November 2020 and endorsed by the Council at its 165th Session.
- On evaluations for consideration by the Programme Committee, the Office of Evaluation (OED) plans to complete the series of evaluations of FAO's contributions to the achievement of the Sustainable Development Goals (SDGs) and, from Autumn 2023 onwards, start evaluating FAO's Programme Priority Areas (PPAs) as defined in the Strategic Framework 2022–31.
- In line with the Secretary-General's call for the UN system to be more coherent, effective and accountable in its support to countries, OED will continue country programme evaluations and enhance its support to the development of evaluation capacity at the country level, both in FAO regional and country offices and in national institutions that are relevant to FAO's mandate.
- OED will continue to evaluate FAO's humanitarian actions in emergency situations and provide evaluation service to programmes and projects funded by voluntary contributions. For the latter, the implementation of the decentralization plan endorsed by the 128th Session of the Programme Committee in June 2020 (cf. CL 164/6 Rev.1) has started.
- OED will periodically organize informal presentations of evaluations that are not formally reviewed by the Programme Committee. Members are invited to suggest for these presentations, any evaluations of their interest, as included in the *Annex* Tables 2, 3 and 4 of this document.

GUIDANCE SOUGHT FROM THE PROGRAMME COMMITTEE

The Committee is invited to:

- consider and approve the proposed plan 2022–2025; and
- suggest evaluations for informal presentations to FAO's membership.

I. Introduction

1. The Office of Evaluation (OED) has been conducting evaluations under the indicative rolling work plan 2021–2023 (PC 129/4) approved by the Programme Committee at its 129th session in November 2020 and endorsed by the Council at its 165th Session. The main objective of this work plan has been to examine results achieved by FAO in line with its Strategic Framework and as identified in Country Programming Frameworks (CPFs), with a focus on FAO's contributions to the Sustainable Development Goals (SDGs). This document provides an update to the work plan for the period 2022–2025.
2. For evaluations to be presented to the Programme Committee for its consideration, OED plans to continue thematic evaluations of FAO's contributions to the SDGs and complete these series in the Spring of 2023. From Autumn 2023, OED plans to start a new series to evaluate each Programme Priority Area (PPA) as defined in the [Strategic Framework 2022–31](#). OED also presents strategic evaluations looking at corporate level issues, programmes, policies and instruments that are considered important by Members or management, such as the effectiveness of FAO's programmes in responding to the COVID-19 pandemic.
3. The United Nations Secretary-General's initiative to reform the UN system's operations at the country level aims to provide more coherent and effective support to countries in their pursuit of the SDGs. This has given rise to the need to strengthen accountability and results-orientations of UN system agencies at the country level, including through evaluations. For this, OED will continue to conduct country programme evaluations, support the development of decentralized evaluations at FAO regional and country offices, and enhance its initiatives to strengthen the development of national evaluation capacity in government institutions relevant to FAO's mandate. In this regard, a new draft FAO Evaluation Policy will be developed in line with the previous guidance from the Programme Committee. OED will also continue to actively engage in system-wide and inter-agency initiatives to strengthen the UN system's coherence, effectiveness and accountability.
4. Evaluations of humanitarian actions in emergency situations represent another major stream of OED activities. To support accountability and learning in this area of work, OED has been actively participating in the Inter-Agency Humanitarian Evaluations (IAHEs), and initiated a programme of emergency and resilience evaluations, as presented to the 129th Session of the Programme Committee.¹ OED proposes to continue this programme in this updated work plan.
5. As per current policy governing evaluations of programmes and projects funded by voluntary contributions, OED has been managing final evaluations of projects with a budget of USD 4 million, as well as those projects for which evaluations are required by the funding partners. At the same time, country level project evaluations will be progressively decentralized to regional and country offices with OED providing institutional, technical and financial support.²
6. To focus the discussions on key topics, OED prioritized evaluations dealing with high-level corporate issues for submission to the Programme Committee. At the same time, OED conducts a number of evaluations that might be of interest to FAO's membership for which OED would organize periodic informal presentations and provide a space for discussion. In this regard, OED welcomes any suggestion for selection of evaluations for such informal presentations from those listed in *Annex Tables 2, 3 and 4*.
7. This indicative rolling work plan of evaluations is in principle updated every two years and submitted for consideration at the Autumn session of the Programme Committee following the FAO Conference. OED may submit an update in the interim period if the need arises.

¹ PC 129/4

² PC 128/6

II. Proposed Programme of Evaluations

A. Evaluations presented to the Governing Bodies

8. At the current session, OED is presenting two evaluations: final report of the *Evaluation of FAO's contribution to the humanitarian-development-peace (HDP) nexus*,³ and the Phase I interim report of the *real-time evaluation of FAO's COVID-19 Response and Recovery Programme*.⁴

9. In the period 2022–2025, OED will first present the remaining evaluations of SDGs for which FAO has a leading role, namely: SDG 6 (water and sanitation for all), SDG 14 (life below water), and SDG 15 (life on land). This will be followed by evaluations of FAO's contributions in each PPA as defined in the Strategic Framework 2022–31. The proposed timing of evaluations of PPAs were made with due consideration to the expected amount of work implemented by the time of evaluation for each PPA. Furthermore, given that some PPAs are relatively new to FAO, their evaluation would focus on the progress to-date and be more formative in nature.

10. On evaluations looking at corporate level strategic issues, OED plans to present the Joint evaluation of collaboration among Rome-based Agencies at the 2022 Spring session and the Evaluation of FAO's South-South and Triangular Cooperation (SSTC) at the 2022 Autumn session. In addition, this work plan proposes the presentation of the Phase II final report of the real-time evaluation of FAO's COVID-19 Response and Recovery Programme at the 2022 Spring session, followed by a new Evaluation of FAO's quality of science requested by Management at the 2022 Autumn session and an Evaluation of FAO's implementation of Conference Resolution 7/2019 requested by the Programme Committee⁵ at the 2024 Autumn session. OED also plans to submit a draft FAO Evaluation Policy at the Autumn 2022 session, and report on the progress made in implementing the Policy and enhancing FAO's evaluation capacity at the decentralized level two years after its implementation.

11. The *Annex* Table 1 presents the proposed plan of evaluations to be submitted to the Programme Committee in the period 2022-2025. For the purpose of information, the Table also includes follow-up reports to previous evaluations that will be submitted by Management to report on progress in implementing agreed recommendations in the evaluations' Management responses two years after their issuance.

B. Country programme evaluations

12. OED conducted 12 country level evaluations in the period 2020–2021, as both a mechanism to provide accountability to countries, and to serve as an opportunity to document results, reflect on achievements and identify lessons learned. The *Annex* Table 2 provides the current plan for country programme evaluations, which is selected in consultation with regional and country offices. In principle, countries where the programme is in its penultimate year are selected. Other factors considered during the consultations include: the strategic importance of the programme in the view of the regional office, the programmes which are under-evaluated; programmes in the countries with high need of FAO's support; and the usefulness of evaluation as inputs to the development of new strategic direction of the programme, such as in countries with new government administration. Given the changing circumstances in each country, the conduct of evaluation is generally confirmed a year in advance.

13. In addition, OED liaises with regional offices to discuss modalities for the provision of evaluation services to decentralized offices interested in conducting self-evaluations or reviews of their country programmes. In 2020–2021, OED supported the FAO Office in Eritrea to conduct a self-assessment.

³ PC 132/6

⁴ PC 132/7

⁵ CL 165/10 paragraph 20.a)

C. Regional syntheses

14. At its 125th session in 2018 the Programme Committee invited OED to prepare regional syntheses of the results and lessons learned from, and trends identified in country level evaluations to the FAO Regional Conferences to be held in 2020. These syntheses were prepared for all five FAO regions and were planned for discussion in a dedicated session and/or parallel session to the Regional Conferences. In view of adjustments to the schedule of Regional Conferences in view of the pandemic, only the one for the Regional Conference for Europe was discussed.

15. As a follow-up to this work and keeping in mind the lessons learned from the previous round, OED is conducting syntheses for selected Regional Conferences in 2022. These are for the Regional Conference for Europe, which specifically requested such synthesis to be regularly reviewed at its Sessions, and for the Regional Conference for Africa with a substantial amount of evaluations completed in the region between 2019 and 2021. In the future, OED could prepare such syntheses reports for other Regional Conferences on a rotational basis, and in consultation with the regional offices.

16. The purpose of the regional syntheses is to inform the Regional Conferences of results and lessons learned from OED evaluations in previous years. These reports would systematically document patterns observed across evaluations to support informed decisions on priorities and actions for their regions, enhance the use of evaluation reports, and create demand for regionally-focused evaluations.

D. Emergency and resilience evaluations

17. The emergency and resilience portfolio is mainly constituted by evaluations tagged to the resilience and emergency programme priority areas (including food chain crises), as well as the programmes in the top 15 food crises countries. The portfolio follows a programmatic approach to evaluations through cluster, programme, thematic, real-time and inter-agency evaluations, and is planned with a view to contributing to the overall FAO evaluation accountability and learning agenda. As far as possible, evaluations are clustered by type of crisis, country or by thematic area when these constitute significant areas of focus for emergency and resilience work. Inter-agency and system-wide evaluations are also an important part of the portfolio. Emergency and resilience evaluations are entirely funded by the Evaluation Trust Fund.

18. These evaluations require a greater degree of flexibility in time frames, in line with the shorter cycles of humanitarian financing, as well as timely support to emergency response cycles, such as mandatory evaluations of surge response. They also require specific methodological experience to tackle more frequent restrictions in access and coverage. The topics and coverage focus need to be aligned to the humanitarian programme cycle and delivery modalities.

19. In planning these evaluations, OED works in close consultation with the Office of Emergencies and Resilience (OER) and all regional, subregional and country resilience and emergency focal points. Accordingly, the proposed work plan in the *Annex* Table 4 will be refined and revised in response to emerging priorities.

20. Major evaluations conducted in 2021 included the Evaluation of FAO's contribution to the humanitarian-development-peace nexus, the Real-Time Evaluation of FAO's Response to Desert Locust Upsurge, and the United Nations Peacebuilding Fund (PBF) evaluation synthesis of lessons learned and country evaluations.

E. Programme/project evaluations funded by voluntary contributions

21. According to policies governing programme and project evaluations funded by voluntary contributions, OED manages and quality-assures these evaluations. These include global, regional and single country projects and programmes covering the entire FAO portfolio and initiatives. For 2021, including the carry-over from 2020, OED has been conducting 77 project evaluations (51 ongoing and 26 completed) covering a number of countries and projects of global, regional and national scope, for

a total budget of USD 374 million across all projects evaluated. These include evaluations of multi-country programmes such as: Evaluation of Mesoamerica without Hunger Programme (total project budget USD 15 million); FAO Forest Law Enforcement, Governance and Trade Programme (total project budget USD 50 million); and Climate Resilient Landscapes and Improved Livelihoods (total project budget USD 32 million).

22. Throughout 2021, to respond to uncertainties and delays due to COVID-19 risks and restrictions, OED needed to adjust timelines, methodologies to evaluations, and identify appropriate and flexible approaches to conducting high-quality evaluations. Delays in project delivery due to the pandemic also had an indirect domino effect on the coordination, planning and conduct of project evaluations. The result was an almost threefold increase in the number of projects eligible for evaluation compared to previous years (see table below), with added complexity due to remote working and travel restrictions. Approaches to address this challenge included efforts to increase clustering or programmatic approaches to project evaluations, or conducting multiple project evaluations under a single evaluative framework, such as that for the Peacebuilding Fund projects (conduct of eight project evaluations in six countries concurrently, along with a synthesis review).

Total number of programme/project evaluations funded by voluntary contributions

Year	Total number of projects eligible for evaluation
2019	50
2020	153
2021	139

23. In mid-2021, OED initiated the progressive decentralization of terminal evaluations of single country projects.⁶ Simultaneously, three separate but related processes were ongoing: the use of evaluation results at regional and country level; the strengthening of FAO's results-based management (RBM) system; and the repositioning of the UN development system at country level. Decentralizing part of the evaluation function and its resources to the regional and country levels in solid partnership and close collaboration with Management aims to support all three strategic goals, boost momentum and make a concrete contribution to FAO's learning process.

24. These evaluations are now managed by Regional Evaluation Specialists, who have been recruited by the regional offices with assistance and funding from OED.⁷ The role of these Regional Evaluation Specialists is to manage decentralized evaluations, but also to contribute to improved learning and use of evaluation results at decentralized level, while enhancing the evaluation culture throughout the Organization. The number of decentralized project evaluations to be managed by each Regional Evaluation Specialist in 2021–2022 is shown in the table below.

Projected number of evaluations managed by Regional Evaluation Specialists 2021–2022

Region (Regional Office)	Number of evaluations
Regional Office for Africa (RAF)	16
Regional Office for Europe and Central Asia (REU)	6
Regional Office for Asia and the Pacific (RAP)	12
Regional Office for Latin America and the Caribbean (RLC)	15

25. OED is supporting the decentralization of project evaluations through a dedicated team – the OED Decentralization Support Team – which provides technical guidance, help desk support and comprehensive training to decentralized offices. A number of capacity development activities are

⁶ The plan was endorsed by the Programme Committee at its 128th session

⁷ The Regional Evaluation Specialist for the Regional Office for the Near East and North Africa (RNE) will be recruited toward the end of 2021

planned for 2021-2022 to support decentralization. These include the development of a full fledged e-learning course on evaluation management for decentralized offices, various targeted webinars for country and regional office colleagues, as well as ad hoc briefings to Regional Evaluation Specialists and their supervisors in the regional offices. Towards the end of 2022, OED will conduct a review of the current decentralization mechanism, in order to assess the results and decide on a longer-term strategy for decentralization.

26. With the introduction of decentralization, OED-led evaluations in this area will focus on large and more complex regional and global programmes and project evaluations. The *Annex Table 3* presents evaluations of some major programme/projects funded by voluntary contributions that are recently completed, currently ongoing and scheduled in the near future. The numbers of projected evaluations would need to be adjusted due to the evolving pandemic situation that is affecting project implementations.

Projected number of programme/project evaluations managed by OED 2021–2022

	Total	Completed	Ongoing	Planned / scheduled
2021	77	26	51	
2022 (global and regional programmes only)	27	-		27

III. Other Activities of the Office of Evaluation

27. In addition to conducting evaluations, OED undertakes a number of activities to discharge its mandate and to maximize its contribution to the goals of the Organization and the international community.

F. Collaboration through the United Nations Evaluation Group

28. OED is an active member of the United Nations Evaluation Group (UNEG), which brings together the evaluation functions of 57 member and observer organizations. UNEG's objectives are to: i) develop and safeguard professional norms, standards and guidance; ii) enhance professionalization and capacity; and iii) influence policy-making and operational work through evaluations. In 2020-2021, OED contributed to organizing and participated in the annual UNEG Evaluation Weeks. Through UNEG, OED contributed and co-led several inter-agency working groups and initiatives. Also, OED personnel contributed to organizing the first Partnership Forum between UNEG and the Evaluation Network (EvalNet) of the Development Assistance Committee (DAC) of the Organisation for Economic Co-operation and Development (OECD), which strengthened relations between UNEG members and evaluation offices of bilateral donor agencies.

29. In March 2020, the OED Director was elected as UNEG Chair for the period 2020–2022 and is expected to exert leadership for, and proactively participate in the work of this inter-agency network. A hallmark of OED's involvement was its coordinating role in developing an evaluation summary on COVID-19 and food security, together with the International Fund for Agricultural Development (IFAD), United Nations Industrial Development Organization (UNIDO) and World Food Programme (WFP), and funded by the United Kingdom of Great Britain and Northern Ireland.

30. In the period 2022–onwards, OED will continue to participate in inter-agency working groups on topics such as: evaluation methods; peer reviews; human rights and gender equality; capacity development; evaluating policy influence; system-wide evaluations and evaluations of country level United Nations Sustainable Development Cooperation Frameworks.

G. Collaboration with other evaluation networks

31. In the period 2020–2021, OED was an active participant and contributor to several global and regional initiatives spearheaded by partner organizations and other evaluation networks. For instance, OED organized several sessions during the gLOCAL Evaluation Week (June 2021), which is

sponsored by the Global Evaluation Initiative (GEI), and presented the results of its work in several conferences such as the Canadian Evaluation Society (CES) Conference (May 2021), the European Evaluation Society (EES) Conference (September 2021), and the Evaluation Symposium being organized by the Islamic Development Bank (IDB) (November 2021).

32. Also, OED is involved in the COVID-19 Global Evaluation Coalition, which is hosted by the OECD/DAC⁸ Secretariat and includes evaluation offices from bilateral, multilateral and international financing institutions, by contributing to several deliverables, such as a lessons note on food security (July 2020) and the first synthesis report of early lessons and emerging evidence on the initial COVID-19 pandemic response and recovery efforts (June 2021).

33. In the period 2022–onwards, OED expects to continue to work with other evaluation networks such as the COVID-19 Global Evaluation Coalition and the Global Evaluation Initiative, as well as its engagement with regional evaluation organizations.

H. National evaluation capacity development

34. Responding to the UN General Assembly resolution 69/237 (2014) on building capacity for the evaluation of development activities at the country level, many international organizations have engaged in national evaluation capacity development activities targeting government entities, research institutions and professional evaluation associations. Since 2018, OED initiated support to national evaluation capacity development, which is defined by UNEG as: “the process whereby State and non-State entities and individuals reinforce and sustain national capacity to manage, produce and use evaluative evidence. [...] Greater demand for, and better quality of evaluations, and their use in policy and practice require individual skills and knowledge, institutional systems and policies, and an enabling environment, including a conducive evaluation culture”.⁹ The goal of national evaluation capacity development is for countries to strengthen their capacity to manage results and assess their own progress against set development goals. Increasing the conduct and use of policy and programme evaluations will contribute to “more transparent and accountable institutions and governance” – a precondition for transformative processes.¹⁰

35. OED has been increasing the use of national experts, involving national institutions for its evaluations, and including government representatives in its evaluations’ consultative groups. These efforts made its evaluations more context-based and relevant to the country needs.

36. Jointly with the evaluation offices of IFAD, WFP and CGIAR, OED has initiated and supported EvalForward – the Community of Practice on Evaluation for Food Security, Agriculture and Rural Development. This Community of Practice has grown to a membership of approximately 1 000 evaluators, decision-makers and academics over 100 countries, and facilitated knowledge exchange, awareness raising and networking among its members.

37. For the period 2022–2025, OED will step up its engagement into national evaluation capacity development in synergy with its efforts to enhance the decentralized evaluation function. As part of FAO’s effort to develop capacity in countries to monitor and evaluate policies and programmes, OED will help develop their evaluation capacities.

⁸ Development Assistance Committee (DAC)

⁹ UNEG, 2021, Report on support to member states in implementation of National Evaluation Capacity Development by UN Agencies since UN Resolution of December 2014.

¹⁰ According to the FAO Strategic Framework 2022–2031, “Transformative processes require, as a precondition (upstream enabler), much stronger, more transparent and accountable institutions and governance, including adaptive and effective regulatory governance.”

38. To strengthen capacities of both users and providers of evaluation in ministries and other national institutions in the agri-food sectors to seek, produce and use evaluations, OED will undertake three streams of action:

- Responding to specific demands for evaluation capacity development, OED will offer, *inter alia*: technical guidance and support, competence search, peer-learning and mentoring facilitation, and experience exchange among countries.
- Through the EvalForward Community of Practice, OED will continue to facilitate peer exchanges, expanding the offer of knowledge sharing opportunities with online discussions, webinars and e-panels.
- OED will continue to promote the engagement of national experts or interns in its evaluation work, and to strengthen relationships with national institutions, universities and think tanks.

39. OED has developed a strategy paper, “OED’s contributions’ to National Evaluation Capacities Development”. Based on this strategy paper, OED will also seek voluntary contributions to support this area of work.

I. Communication – sharing the knowledge and promoting dialogue

40. Communication remains an important area of work for OED, with an increasing need for delivering key messages and sharing knowledge and information in the right format to the right audience to influence change. With the introduction of decentralization efforts, this area of work will also need to include the synergies and complementarity of sharing information and knowledge from remote evaluation teams working in regional offices.

41. OED plans to develop a dedicated working group within the team to focus on knowledge management and communications, and to develop and implement a comprehensive communication strategy for evaluation across FAO and provide the principles and objectives for the unit, and identify priority areas of work over the next few years. Current efforts include improving the accessibility and visibility of evaluation information and reports through updating and further developing the website to enhance and strengthen capabilities for sharing lessons and evaluative findings.

ANNEX

Table 1. Evaluations and associated reports for the Programme Committee

Evaluations and related reports to be presented	Year(s) conducted
Autumn 2021 session	
Evaluation of FAO's contribution to the humanitarian-development-peace nexus	2020–2021
Real-time Evaluation of FAO's COVID-19 Response and Recovery Programme (Phase I) – interim report	2020–2021
Indicative rolling work plan of evaluations 2022–2025	2021
<i>Follow-up report on the Evaluation of the FAO Strategy for Partnerships with the Private Sector (this report will be embedded in the document PC132/2-FAO Strategy on Private Sector Engagement – Updates and Implementation Status)</i>	2021
Spring 2022 session	
Evaluation of FAO's contribution to availability and sustainable management of water and sanitation for all (SDG 6)	2021
Real-time evaluation of FAO's COVID-19 Response and Recovery Programme (Phase II) – final report	2021
Joint evaluation of collaboration among Rome-based Agencies	2021
<i>Follow-up report on the Evaluation of FAO statistical work</i>	
Autumn 2022 session	
Evaluation of FAO's quality of science	2021–2022
Evaluation of FAO's South-South and Triangular Cooperation	2021–2022
Draft FAO Evaluation Policy	2021–2022
<i>Follow-up report on the Evaluation of FAO's Support to Zero Hunger (SDG 2)</i>	
<i>Follow-up report on the Evaluation of FAO's Technical Cooperation Programme</i>	
<i>Follow-up report on the Evaluation of FAO's Strategy for Partnerships with Civil Society Organizations</i>	
Spring 2023 session	
Evaluation of FAO's support to life below water (SDG 14)	2022
Evaluation of FAO's support to life on land (SDG 15)	2022
<i>Follow-up report on the Evaluation of FAO's support to climate action (SDG 13) and the implementation of FAO Strategy on Climate Change (2017)</i>	
<i>Follow-up report on the Evaluation of FAO's role and work on antimicrobial resistance (AMR)</i>	
Autumn 2023 session	
Evaluation of One Health (BP3) programme	2022–2023
Evaluation of Safe food for everyone (BN3) programme	2022–2023
Evaluation of Reducing food loss and waste (BN4) programme	2022–2023

Evaluations and related reports to be presented	Year(s) conducted
Indicative rolling work plan of evaluations 2024–2027	
<i>Follow-up report on the Evaluation of FAO's contribution to the humanitarian-development-peace nexus</i>	
Spring 2024 session	
Evaluation of Small-scale producers' equitable access to resources (BP4) programme	2023
Evaluation of Inclusive rural transformation (BL2) programme	2023
<i>Follow-up report on the Evaluation of FAO's contribution to availability and sustainable management of water and sanitation for all (SDG 6)</i>	
<i>Follow-up report on the Evaluation of FAO's COVID-19 Response and Recovery Programme</i>	
<i>Follow-up report on Joint evaluation of collaboration among Rome-based Agencies</i>	
Autumn 2024 session	
Evaluation of FAO's implementation of Conference Resolution 7/2019 "Further integration of sustainable agricultural approaches , including agroecology, in the future planning activities of FAO", including the balance of the full range of sustainable agriculture approaches and systems	2023–2024
Evaluation of Bioeconomy for sustainable food and agriculture (BE2) programme	2023–2024
Implementation of the new FAO Evaluation Policy and the progress made in enhancing FAO's evaluation capacity at the decentralized level	
<i>Follow-up report on the Evaluation of quality of science</i>	
<i>Follow-up report on the Evaluation of FAO's South-South and Triangular Cooperation</i>	
Spring 2025 session	
Evaluation of the Hand-in-Hand Initiative (BL5), including its impact on reducing poverty, food insecurity and inequality, and the use of FAO data platform	2024
Evaluation of FAO's Scaling up investment (BL6) programme	2024
Evaluation of Digital agriculture (BP5) programme	2024
<i>Follow-up report on the evaluation of FAO's support to life below water (SDG 14)</i>	
<i>Follow-up report on the evaluation of FAO's support to life on land (SDG 15)</i>	
Autumn 2025 session	
Evaluation of Agriculture and food emergencies (BL3) programme	2024 – 2025
Evaluation of Resilient agri-food systems (BL4) programme	2024 – 2025
Indicative rolling work plan of evaluations 2026–2029	
<i>Follow-up report on the Evaluation of One Health (BP3) programme</i>	
<i>Follow-up report on the Evaluation of Safe food for everyone (BN3) programme</i>	
<i>Follow-up report on the Evaluation of Reducing food loss and waste (BN4) programme</i>	

Table 2. Country programme evaluations

The table includes evaluations conducted in territories or for groups of countries.

Evaluation title and status	Timing
Africa	
<u>Recently completed</u>	
Sierra Leone	Published in 2020
Ethiopia	Published in 2020
Eritrea* (support to a CPF review)	Publication expected in 2021
<u>Ongoing</u>	
Madagascar	Publication expected in 2022
Chad	Publication expected in 2022
Comoros	Publication expected in 2022
Cabo Verde	Publication expected in 2022
Gabon	Publication expected in 2022
<u>Planned</u>	
Ghana	Publication expected in 2022
Nigeria	Publication expected in 2022
Rwanda	Publication expected in 2023
Mali	Publication expected in 2023
Namibia	Publication expected in 2023
Asia and the Pacific	
<u>Recently completed</u>	
Indonesia	Published in 2021
<u>Ongoing</u>	
Afghanistan (continuation of this evaluation would depend on the security situation)	T.B.D.
Multi-Country Programme for the Pacific Islands	Publication expected in 2022
<u>Planned</u>	
Nepal	Publication expected in 2022
Islamic Republic of Iran	Publication expected in 2022
Philippines	Publication expected in 2023
Near East	
<u>Recently completed</u>	
Lebanon	Published in 2020
Tunisia	Published in 2020
Subregional Office for North Africa (SNE)	Published in 2020
<u>Ongoing</u>	
Morocco	Publication expected in 2021
Sudan	Publication expected in 2021
Jordan	Publication expected in 2022
<u>Planned</u>	
Algeria	Publication expected in 2022
Mauritania	Publication expected in 2022/23
Subregional Office for the Gulf Cooperation Council States and Yemen (SNG)	Publication expected in 2022/23

Evaluation title and status	Timing
Latin America & Caribbean	
<u>Recently completed</u>	
Colombia	Published in 2020
Regional Office for Latin America and the Caribbean (RLC)	Published in 2021
<u>Ongoing</u>	
Plurinational State of Bolivia	Publication expected in 2022
Subregional Office for the Caribbean (SLC)	Publication expected in 2022
Dominican Republic	Publication expected in 2022
<u>Planned</u>	
Guatemala	Publication expected in 2022/23
Brazil	Publication expected in 2022/23
Paraguay	Publication expected in 2023/24
El Salvador	Publication expected in 2023/24
Haiti	Publication expected in 2023/24
Europe and Central Asia	
<u>Recently completed</u>	
Armenia	Published in 2020
Republic of Moldova	Published in 2021
<u>Planned</u>	
North Macedonia	Publication expected in 2022
Uzbekistan	Publication expected in 2022
Azerbaijan	Publication expected in 2023

Table 3. Emergency and resilience evaluations

Evaluation title and status	Timing
Emergency and resilience evaluations	
<u>Recently completed</u>	
Evaluation of FAO's contribution to the humanitarian-development-peace nexus	Published in 2021
Evaluation of SIDA multi-year resilience projects in Chad, Mali, Cameroon and Niger	Publication expected in 2021
<u>Ongoing</u>	
Real-Time Evaluation of FAO's Response to Desert Locust Upsurge	Publication expected in 2021
Peacebuilding Fund evaluation synthesis of lessons learned and country evaluations (Sierra Leone, Yemen, Chad, Niger, Central African Republic, Gambia)	Publication expected in 2021
Global Network Against Food Crisis – Synthesis evaluation and country case studies (Ethiopia, Myanmar, Somalia, Yemen, Sahel region)	Publication expected in 2022
South Sudan Resilience Programme Evaluation	Publication expected in 2022
Evaluation of FAO's resilience programme in Democratic Republic of Congo	Publication expected in 2022
Evaluation of FAO's resilience programme in Somalia	Publication expected in 2022
Synthesis of Yemen program and project evaluations	Publication expected in 2022
Response to Cyclone Idai in southern Africa	Publication expected in 2022
<u>Planned</u>	
Synthesis of the Regional Refugee and Resilience Plans (3RP) in Turkey, Jordan and Lebanon	Publication planned for 2023
Evaluation of FAO's cash transfer and cash-plus programmes	Publication planned for 2023
Evaluation of forced displacement	Publication planned for 2023
Synthesis of impact assessments of seeds interventions in protracted crises	Publication planned for 2023
Synthesis of resilience and HDP programming results in the Sahel	Publication planned for 2023
Synthesis of One Health (emergency and resilience component as part of the over-arching synthesis)	Publication planned for 2024
FAO and the Localization Agenda	Publication planned for 2024
Inter-Agency Humanitarian Evaluations (IAHEs)	
<u>Recently completed</u>	
Inter-agency humanitarian evaluation of Gender Equality and the empowerment of women and girls	Publication expected in 2021
<u>Ongoing</u>	
Inter-agency humanitarian evaluation of the response to the humanitarian crisis in Yemen	Publication expected in 2022
Inter-agency humanitarian evaluation of the Global Humanitarian Response Plan for Covid-19	Publication expected in 2022
Joint initiative in emergency and resilience evaluations	
<u>Ongoing</u>	
Review of peacebuilding and climate security – synthesis of evaluations and lessons learned (in partnerships with UN-PBF and UNICEF)	Completion planned for 2022

Table 4. Examples of major programme/project evaluations funded by voluntary contributions

The table excludes emergency and resilience evaluations provided in Table 3.

Evaluation	Timing
Global programme/project	
<u>Recently completed</u>	
Evaluation of the Third project cycle of the Benefit-Sharing Fund of the International Treaty on the Plant Genetic Resources for Food and Agriculture (ITPGRFA)	Published in 2021
Evaluation of projects related to the VGGT (funded by Germany)	Published in 2021
Evaluation of "Monitoring and Analysing Food and Agricultural policies – Phase II" (MAFAP II - MTF/GLO/543/BMG, GCP/GLO/543/NET and others)	Publication expected in 2021
Mid-term evaluation of the project "Forest and Farm Facility Phase II – Climate resilient landscapes and improved livelihoods" (GCP/GLO/931/MUL)	Publication expected in 2021
<u>Ongoing</u>	
Evaluation of two projects supporting the implementation of the VGGT (GCP/GLO/347/MUL and GCP/INT/328/UK)	Publication expected in 2021
Evaluation of "Meeting the Undernutrition Challenge (MUCH) Programme" (GCP/BGD/059/USA and GCP/BGD/063/EC)	Publication expected in 2021
<u>Planned</u>	
Agrintel support to agri-food investment decision-making	Publication planned for 2022
Creating an enabling environment for securing sustainable small-scale fisheries	Publication planned for 2022
Food security and Nutrition Impact, Resilience, Sustainability and Transformation (FIRST)	Publication planned for 2022
The Paris Agreement in action: upscaling forest and landscape restoration to achieve nationally determined contributions	Publication planned for 2022
Regional Observer Programme (ROP)	Publication planned for 2022
Indian Ocean Tuna Commission	Publication planned for 2022
Integrated Country Approach (ICA) for boosting decent jobs for youth in the agri-food system	Publication planned for 2022
Project for Enhancing Livelihoods, Food Security and Maritime Safety through Increased Resilience of Fishing Communities Dependent on Coral Reef Fisheries in the African Coastal Countries of the Indian Ocean (regional)	Publication planned for 2022
Iniciativa América Latina y el Caribe Sin Hambre 2025 (regional)	Publication planned for 2022
Evaluation of Mesoamerica without Hunger Programme: More effective institutional frameworks to improve family farming, and food security and nutrition (regional)	Publication planned for 2022